

The
Management
University
of Africa



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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

BDS 306 : PROJECT PLANNING AND DESIGN

DATE: 4th AUGUST 2016

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

GENDER ISSUES IN PROJECT PLANNING AND IMPLEMENTATION: THE CASE OF DANDORA SITE AND SERVICE PROJECT, KENYA

Women usually constitute half or more than half of the applicants in low income housing projects in Africa. As women are mainly responsible for reproduction (childbearing, rearing and domestic work), they are also the main users of shelter, infrastructure and community services. Hence a better understanding of women's lives will certainly have implications for urban development planning. However, the experiences so far of African cities are that gender specific planning has not been undertaken.

PLANNING THE PROJECT

Dandora housing project is a site and service scheme (SSS), an approach to low income housing that was introduced in Kenya by international technical assistance agencies in order to reach low income groups with affordable housing options during the early seventies. The planning and design of Dandora was carried out by a special working group within the Nairobi City Council (NCC). It basically concerns the provision of land and infrastructural services. The dwelling in to be developed by the plot beneficiaries through self help which allows incremental financing over an extended period of time. This assumes reduction in costs by utilizing the allottees unpaid labour and is the main rationale for site and service projects.

The infrastructure was completed before the plot allocation, while the allottees' were given a limited range of house plans from which they could choose the design of their dwellings. Community Development workers would help the allottees in the choice of plans, amount and disbursement of material loans, building options and payment of plot fees.

Apart from these services, to the individual allottees, there were elaborate social and commercial facilities provided by the project, such as schools, markets, workshops and community centers. Creation of employment opportunities was also one of the main objectives of the project- the location was chosen for its proximity to an industrial area.

PROJECT DESIGN PROCESS

The selection criteria in urban housing projects are designed to ensure that the project benefits low income groups who because of their low earning capacity cannot afford to obtain conventional housing. Cost recovery is one of the main concerns to allow reliability of the project. Nevertheless, charges should not take a disproportionate amount of allottees household income, if low income was to be allocated for housing expenditure. The costs of the plots in the scheme was based on this assumption. The minimum and maximum income requirements were between Ksh. 280-560.

In addition to the income requirements, the applicants were:

- i. to be heads of household
- ii. to not own other property in Nairobi
- iii. to have supporting documents and complete the legible application forms
- iv. to have lived for more than two years in Nairobi.

THE PROJECT IMPLEMENTATION

The plot sizes ranged from 100 to 160 sq. meters. plot beneficiaries could choose from three plot types, depending on their income level. The house construction was mainly the responsibility of the allottees and women played a very important role in this phase. Their participation however was linked to their available time, access to resources and household composition. The participation of women in this phase was seen as crucial for the viability and the success of the project. During the building process, allottees

used different forms of self help methods; allottees self-help, contracting form of self-help and building groups.

Dandora project was very successful in reaching the lowest income groups. However, the various selection criteria revealed that planners and designers of the project had nuclear families and male heads of household in mind. The inclusion of women applicants appears to be an attempt at gender planning purely at the level of the implementing agency. However, despite the successful integration of women as project beneficiaries, women faced many problems during the implementation stage. If the objective of low income projects is to reach a target population, and to involve the residents in the provision of their own housing, then the concept of self-help must be carefully considered.

Required:

- a) Using the above Case study, highlight at least two common constraints faced by most development projects (2 Marks)
- b) Explain the relevance of doing a gender analysis when planning development projects (8Marks)
- c) Use relevant examples to explain why projects fail. (10 Marks)
- d) Explain the significance of carrying out a social analysis in project planning (5Marks)

QUESTION TWO

- a) A good project Manager determines the success of a project. Analyse this statement showing clearly the desirable characteristics of a project manager. (10Marks)
- b) Explain the significance of a good project design. (5Marks)

QUESTION THREE

- a) The role of a project manager cannot be overlooked in the development projects.
Discuss this statement. (9 Marks)
- b) Discuss the rationale of doing a stakeholder analysis (6 Marks)

QUESTION FOUR

- a) Describe each of the following concepts of project implementation:
- i. Managing communication (5 Marks)
 - ii. coordinating roles and responsibilities (5Marks)
- b) Describe payback as a technique of verifying the viability of a project. (2 marks)
- c) A project costs Kshs. 50, 0000 and yields annual cash inflow of Kshs. 40,000 for 10 years. Calculate its payback period. (3 Marks)

QUESTION FIVE

- a) Budget is a key management tool in planning and controlling the finances of a project. Discuss this statement. (10marks)
- b) Explain the importance of carrying out the following in project appraisal:
- i. economic analysis (2 marks)
 - ii. environmental analysis (3 marks)

QUESTION SIX

- a) Discuss the significance of Fund Accounting (10 Marks)
- b) Highlight the objectives of a budget in development projects. (5 Marks)

